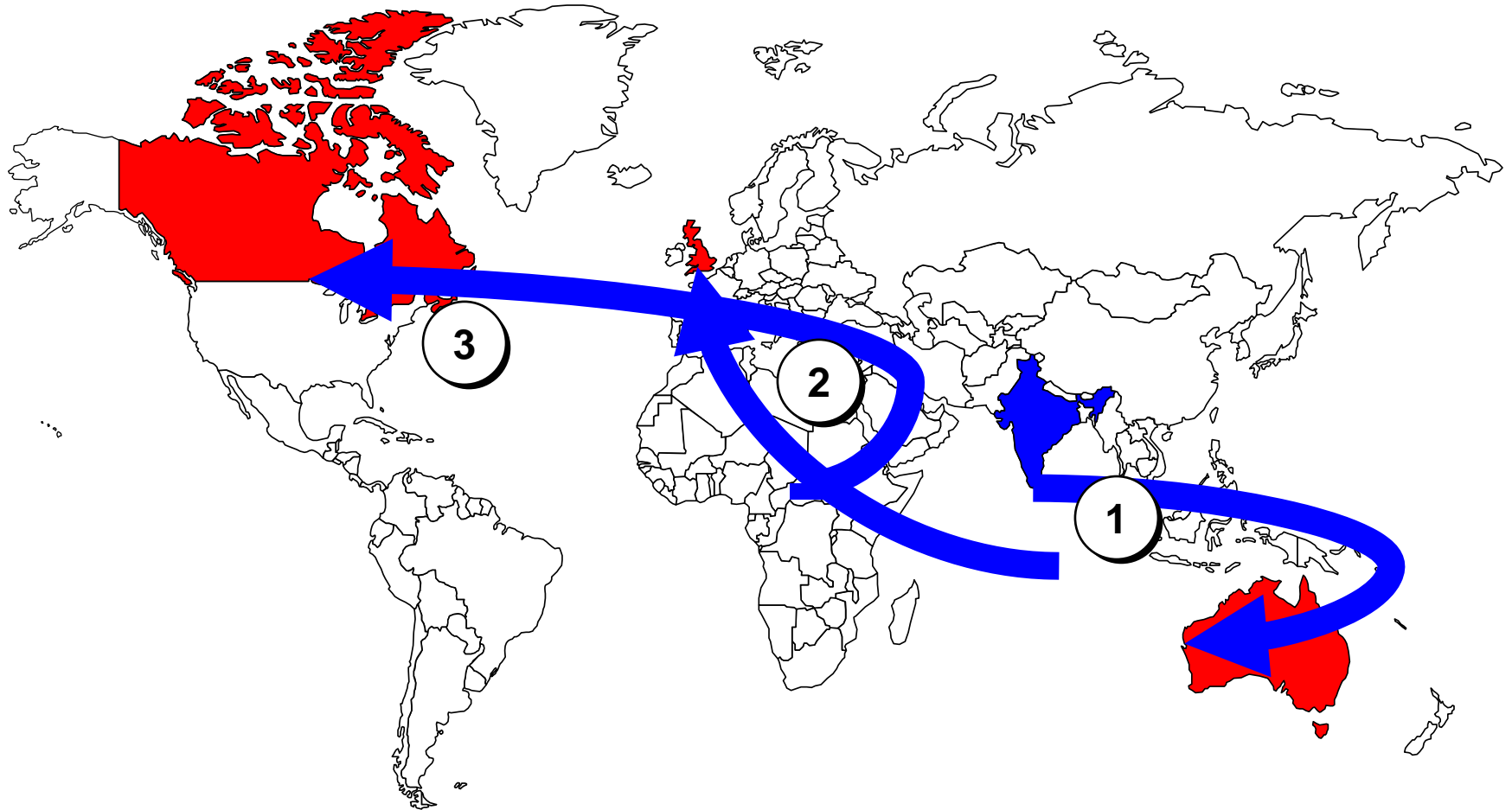


Fifth Annual ICG Thought Leader Session

Talent, Immigration, and Competition

A NEW REALITY – VOLATILE GLOBAL STUDENT FLOWS



The near-future outcome: Hyper-competition for many kinds of talent

- **talent distribution slide goes here**

- **Talent, immigration, and competition are each salient issues in international education in their own right.**
- **Yet the increasing inter-linkage of these issues has produced a rapidly shifting international student flow landscape, with corresponding changes in institutional and societal/national behavior.**
- **This combination is based on the increasingly sophisticated but also volatile interplay of supply (students) and demand (societies) patterns.**
- **These patterns are starting to have notable and lasting effects on national economies, the ability of businesses to innovate, and the performance capabilities of education and research institutions.**
- **In some instances, change dynamics reinforce themselves (positive feedback loops), while in other situations fragmentation and disconnects increase (negative feedback loops).**

- **International mobility post-WWII was a simple and static affair. Origins, destinations, and modes were well established, and growth moderate.**
- **Mobility drivers were also simple: A lack of quality and/or capacity took students from many sending countries to a few destination countries.**
- **Today's landscape looks fundamentally different. It is not only much more fragmented, but also driven by (recent) paradigm shifts:**
 - **A strong, overall commercialization**
 - **Overt policy-making for national advantage**
 - **A more rational, consumer approach by students**
 - **More universities actively competing for a limited talent pool**
- **Understanding students' motivations, behavioral drivers, purchasing power, and competition dynamics – is just good enough to play. In order to succeed, universities (nations) must become true talent destinations.**

International students are turning into a global, human capital retail market

- **From a talent perspective, there are three distinct immigration categories: Visa, work permits, and residency. More and more, these categories are being interlinked by virtue of competition for talent.**
- **In the past, immigration policies typically have acted in a gatekeeper function through selection, limitation, and termination.**
- **It is proving challenging for many policy-makers to move away from this traditional immigration approach to a talent acquisition-based approach.**
- **One reason is that growth areas of key talent need are not in Ivy Towers, but many mid-level white collar jobs – which creates political conflicts.**
- **Smart, integrated immigration policy-making is rapidly becoming a key enabler for attracting talent at all required levels.**

Smart immigration policies are a key competitive enabler

- **Talent competition takes place on two levels. For one, between institutions/countries attempting to attract the best/right kind of talent. Amongst students to gain access to the best possible educational venue/the venue with the highest return on investment.**
- **Immigration policies play a critical role in modulating both competition paradigms. In some instances, they have contributed to institutions and countries becoming sought-after destinations for talent (or the opposite).**
- **The challenge for institutions is to strike a credible balance between self-interest and overall societal needs. The challenge for countries is to identify skill needs and sustain the right kind of talent acquisition.**
- **Actions of institutions and policy makers are taking place in a competitive landscape driven largely by external forces. Analyzing trends and developments is only a first step. Being able to respond in a flexible and forward-looking manner is a competitive requirement.**

This landscape offers ample opportunities for proactive competitors

QUESTIONS

- **Why have Anglo-Saxon countries been so successful in attracting international student flows? Is their lead cast into stone?**
- **What will happen when the flow of Chinese and Indian students starts to dwindle? Will Brazil, Nigeria, or another country step up?**
- **Will new, significant talent destinations emerge? And if so, can they challenge established knowledge centers for supremacy?**
- **Who is a smart, integrated talent acquisition competitor – and why?**
- **Will the role of education leaders (lobbying for talent) and policymakers (protecting vested interests) eventually converge?**
- **Is it time for new, honest paradigms? Work permits and immigration for outright sale/purchase?**

Dr. Daniel J. Guhr
Managing Director

San Francisco Bay Area Office
P.O. Box 262
San Carlos, CA 94070
USA

Phone **+1 (619) 295 9600**
Fax **+1 (650) 620 0080**

E-mail **guhr@illuminategroup.com**
Web **www.illuminategroup.com**

- **The time when international education could claim a special, non-commercial, high culture status is irreversibly gone**
- **Growth in terms of student numbers, joint research, investments, etc. in international education is all but assured, yet such growth will take place within a changing policy, human capital, and competition framework**
- **Simply relying on traditional responses to this change dynamic is as much bound to disappoint as attempts to opt out from the emerging fully global talent landscape by means of nationalizing responses**
- **Ten years from now we will live in an integrated global knowledge society which will be fundamentally different from today's fragmented international education landscape**

INTERNATIONAL EDUCATION AND THE KNOWLEDGE ECONOMY

- **We are heading into a global knowledge economy – at an accelerating speed. This is an unprecedented boon to higher education.**
- **Some trends and paradigms are reasonably well understood. More education is good. Higher quality education is better. Attracting talent based on innate qualities is best.**
- **But some underlying factors**
- **It is incumbent to educational leaders to articulate the role of higher education in this transition. International education should be at the forefront of this discourse**